

UNITED STATES DEPARTMENT OF ENERGY



Competitive Sourcing (A-76)

Communications Plan

for

Logistics Services Studies

Revised: December 2003

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1. Introduction

DOE is conducting Competitive Sourcing/A-76 Studies of the Logistics functions in accordance with Office of Management and Budget (OMB) Circular A-76 revised. The Logistics Functional Team Official is responsible to administer a variety of Logistics functions, grouped into the following Competitive Sourcing/A-76 Studies:

- Subtask Plan 28 – DOE Logistics
- Subtask Plan 29 – NNSA Logistics

This initiative is comprised of multiple phases during which planning, information gathering, and analyses are performed. Throughout the process, obtaining input from various DOE organizations and facilitating two-way feedback with key stakeholders will be critical. The results of each Competitive Sourcing/A-76 cost comparison will determine whether it is more efficient and cost-effective to have the functions under study performed by the government or by the private sector. The Competitive Sourcing/A-76 process is complex in nature because of its potential impact on the DOE workforce, Unions, and internal / external customers. These stakeholders will inevitably have varying degrees of expectations and anxiety regarding each Study's outcome. For these reasons, a Communications Plan is an important component of the Logistics Competitive Sourcing/A-76 effort.

This Communications Plan provides strategic guidelines for effectively communicating with key stakeholders for each of the Logistics Studies throughout the Competitive Sourcing/A-76 Study process. It is a living document to be reviewed and updated as necessary. This Plan is meant to supplement, but not replace, the Department's Competitive Sourcing Communications Plan. The purpose of this Plan is to:

- Identify communications obstacles, goals, and objectives;
- Highlight incentives for keeping stakeholders informed;
- Target stakeholders' vested interests and information needs;
- Establish communications standards, categories, vehicles, and schedules;
- Encourage information-sharing and open dialogue; and
- Foster mutual cooperation and understanding between those responsible for executing the study and those impacted by it.

2. Communications Constraints, Goals, and Objectives

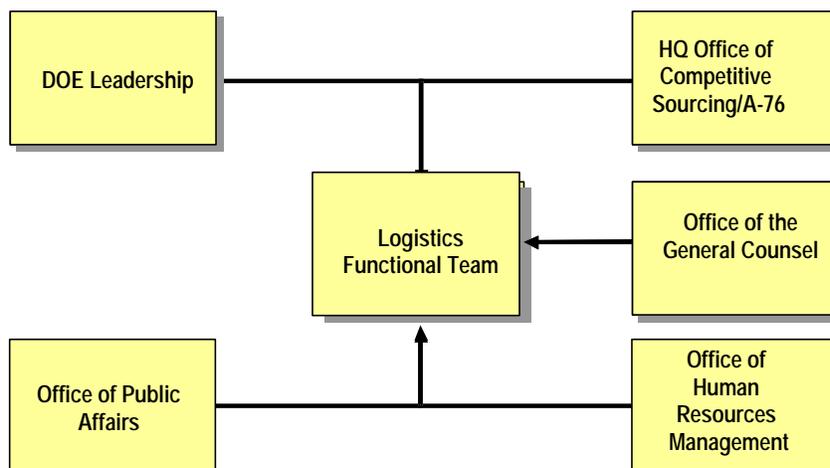
This Communications Plan has identified major constraints to the success of the Competitive Sourcing/A-76 process and establishes three established goals and corresponding objectives to mitigate and overcome the obstacles. The constraints, goals, and objectives are identified in Table 1.

TABLE 1. COMMUNICATIONS OBSTACLES, GOALS, AND OBJECTIVES			
Constraints		Goals	Objectives
1	Fear of unknown.	Ease fear of unknown among workforce.	Encourage employee participation, cooperation, and buy-in to the purpose of the process; and provide pertinent data for employees to make informed decisions.
2	Lack of trust.	Build trust between workforce, other stakeholders, and leadership.	Ensure stakeholders that the process will produce savings and efficiencies, and will not degrade mission capability.
3	Resistance to change.	Reduce resistance to change.	Ensure stakeholders that the process will produce savings and efficiencies, without degrading mission capability, and that employees will be provided assistance if displaced.

3. Communications Roles and Responsibilities

Clear assignment of roles and responsibilities for communications is integral to the Competitive Sourcing/A-76 process. This ensures that accountability is appropriately assigned to specific individuals and groups for communicating important information to affected stakeholders on a timely and consistent basis. This section illustrates an organizational model that supports the communications process and describes the roles and responsibilities of the organizations involved. Specific assignment of roles and responsibilities for creating, reviewing, and disseminating specific types of communications are described in a later section.

Figure 1. DOE Competitive Sourcing/A-76 Support Services



3.1 DOE Leadership

- Establishes the importance and regularity of communications throughout the entire Competitive Sourcing/A-76 process.
- Maintains overall responsibility for approving any and all dissemination of information to internal and external audiences; it may choose to delegate day-to-day authority to the Logistics Functional Team.

3.2 *HQ Office of Competitive Sourcing/A-76*

- Maintains an active role in communications with the Logistics Functional Team for the duration of the Competitive Sourcing/A-76 process.
- Oversees timing, content, and implementation of all communications concerning Competitive Sourcing/A-76 matters.
- Establishes and maintains a library of Competitive Sourcing/A-76 information from other federal agencies, OMB, private industry, etc. This library includes a “Frequently Asked Questions” (FAQ) section and appropriate issues papers. As possible, the library information will be located on the DOE Competitive Sourcing/A-76 web site.

3.3 *Logistics Functional Team Leadership*

- Manages communications relationships with DOE Leadership.
- Manages and oversees Competitive Sourcing/A-76 process for Logistics Studies.
- Receives and reviews information.
- Critiques overall communications process.
- Develops information for dissemination, interfaces with others, and makes recommendations about communications issues.
- Recommends and develops various systems and processes to support effective communications.
- Provides point-of-contact for coordination and review of all Logistics to Competitive Sourcing/A-76 communications.
- Conducts periodic meetings or teleconferences with Logistics Competitive Sourcing/A-76 teams to provide verbal status reports and address any questions that may arise. These meetings are forums for exchanging information, discussing issues, and assigning action items for resolving issues.
- Prepares periodic status reports for DOE Leadership that includes recent accomplishments, planned upcoming activities, and issues that require special consideration.
- Submits status reports to DOE Leadership on Plan of Action and Milestones (POAM) progress. Conducts narrative status, with two-way feedback, whenever a milestone date is expected to be missed; agrees upon and documents a new completion date, impact on overall timeline, and reason for delay.
- Identifies Competitive Sourcing/A-76 training requirements to ensure team members understand process, as well as its impact on employees and mission, and to ensure that all OMB A-76 procedures, DOE policies, and laws are properly followed.
- Provides DOE and NNSA Logistics information to Competitive Sourcing/A-76 library maintained by the HQ Office of Competitive Sourcing/A-76.

3.4 Office of the General Counsel

- Reviews communications materials prior to release to ensure that legal issues are considered before any information is released.
- Reviews all communications to external audiences, as well as selected communications for internal release, including material designated for placement on the DOE web site.

3.5 Office of Public Affairs

- Serves as primary point-of-contact for external media.
- Reviews all internal, external, and web site Competitive Sourcing/A-76 materials prior to publication and prior to release of information to the public.
- Ensures that Logistics Functional Team is informed of and reviews all information.
- Identifies (at HQ request) all local media outlets and prepares press releases timed for dissemination.
- Coordinates all Competitive Sourcing/A-76 press releases, as well as selected communications for internal release, with the Office of Competitive Sourcing/A-76 and Office of the General Counsel.

3.6 Office of Human Resources Management

- Acts as primary interface with Unions.
- Attends employee meetings to disseminate information, answer questions, and coordinate with Union representatives.
- Acts as a reference source for—and a liaison to—DOE Leadership, the Logistics Functional Team, and other support organizations.

3.7 Union

- Union representatives participate in most aspects of the Competitive Sourcing/A-76 process; the degree to which they may be involved will vary depending on the nature of activities performed and information shared in specific phases of process.
- Union representatives may participate in the following specific activities:
 - Serve as part-time member of Logistics Functional Team.
 - Serve as part-time member of PWS/QASP team for specific studies.
 - Provide guidance and input to training and certification requirements.
 - Provide input to appropriate portions of the Management study (i.e., MEO, TPP, TP, and ACE) within personal areas of expertise for specific studies.
 - Provide input for workload information, cycle time estimates, and performance standards for specific studies.
 - Provide recommendations for process improvements.

- Assist in responding to Independent Review inquiries.
- Union Representatives may **not** participate in the following activities:
 - Decision-making processes on MEO and/or PWS development.
 - Development of final portions of the **Independent Government Estimate (IGE)** and the Management Plan, to include MEO, TPP, TP or ACE.

3.8 Review, Approval, and Dissemination of Communications

- The Logistics Functional Team maintains responsibility for following a structured, sequential approach to disseminate communications, which includes appropriate review and approval prior to dissemination of communications. General guidelines for this process include:
 - The Logistics Functional Team Official or his designated representative must approve all written materials for dissemination regarding the Competitive Sourcing/A-76 Studies and process, as well as any type of scheduled meetings to provide or exchange information about the Studies. The Logistics Functional Team Official must determine what additional review and approval may be needed if it is not stipulated in this plan.
 - Office of Public Affairs approves all materials prepared for external audiences.
 - Office of Human Resources Management approves prepared materials that involve personnel and Union issues and questions.
 - The Contracting Officer assigned to the Competitive Sourcing/A-76 initiative will approve prepared materials that involve contracting issues or questions.
 - Information discussed in Logistics Functional Team meetings should be assumed at all times to be confidential in nature unless otherwise specified; this information is not to be communicated to other parties verbally or in written form without the specific consent of the Logistics Functional Team Official.

3.9 Control of Sensitive Information

- To ensure integrity of the Competitive Sourcing/A-76 process and to protect government and employee interests, various pieces of information will be classified as being sensitive and will not be released internally (except to a few selected individuals) or externally.
- This sensitivity includes written, electronic, and verbal communications.
- Information pertaining to specific phases of Study shall only be disseminated to the study groups working on that particular phase:
 - Only Management study team members shall receive information related to MEO development.
 - The Logistics functional study teams will ensure that those supporting the studies are aware of which information is sensitive and will not disclose such information outside authorized channels.
 - To ensure that Logistics functional study information remains confidential, every key member of a study team will sign non-disclosure statements.

- A firewall will be maintained at all times between the PWS and Management study teams to maintain Competitive Sourcing/A-76 process integrity.
- Implementation of firewalls requires that no individual participates directly in development of both the PWS and Management study teams; violations of these firewalls subject the process to potential appeals and undermine fair competition.
- The Freedom of Information Act (FOIA) allows for dissemination of public information to inquiring parties, upon request.
- Some information normally available to the public may not be released during the Competitive Sourcing/A-76 process.
- Due to the nature of the Competitive Sourcing/A-76 process, the Office of Public Affairs and Office of the General Counsel must understand restrictions that exist regarding release of government information of a procurement-sensitive nature.
- Similarly, the Logistics functional study teams must make every effort to determine and notate which documents/materials are of a procurement-sensitive nature.
- All requests for information should be logged and individually validated as appropriate. Determination regarding release of any records will remain the jurisdiction of the appropriate DOE FOIA Officer, in collaboration with the Office of the General Counsel.

In addition to specific roles and responsibilities outlined above, Table 2 outlines common communications needs during the Competitive Sourcing/A-76 process and the cognizant office responsible for communications.

TABLE 2. COMMUNICATIONS NEEDS AND RESPONSIBLE OFFICES	
COMMUNICATIONS NEEDS	RESPONSIBLE OFFICE
1. Acquisition planning, source selection, and other procurement assistance	<ul style="list-style-type: none"> • Office of Management Budget & Evaluation (OMBE) • Office of Procurement
2. Workforce management	<ul style="list-style-type: none"> • Local human resources office • Office of Human Resources Management
3. Updates on FAIR Act inventory; policy guidance for Operations and Field Offices	<ul style="list-style-type: none"> • HQ Office of Competitive Sourcing/A-76
4. PWS/QASP guidance, studies schedules, and related progress	<ul style="list-style-type: none"> • HQ Office of Competitive Sourcing/A-76
5. Oversight for Competitive Sourcing/A-76 process	<ul style="list-style-type: none"> • HQ Office of Competitive Sourcing/A-76 • DOE Leadership
6. Overall guidance for Competitive Sourcing/A-76 policy	<ul style="list-style-type: none"> • HQ Office of Competitive Sourcing/A-76 • DOE Leadership
7. Specific guidance and overall progress of current Competitive Sourcing/A-76 process initiatives	<ul style="list-style-type: none"> • HQ Office of Competitive Sourcing/A-76

4. Stakeholder Audiences

Various types of information will need to be communicated throughout the Competitive Sourcing/A-76 process. It is important to keep in mind the audience for whom the information is intended. In general, communications will be directed toward the following audiences:

4.1 Workforce

- Includes DOE workforce performing Logistics functions under study.
- Includes supervisors and administrative personnel who support functions under study.

4.2 Union

- Includes Union representatives for workforce performing Logistics functions.

4.3 Internal Stakeholders

- Includes stakeholders inside of DOE who have a vested interest in DOE's Competitive Sourcing/A-76 process. Internal stakeholders include:
 - Lead Program Secretarial Offices (LPSOs)
 - Program Secretarial Offices
 - Office of the General Counsel
 - Office of Human Resources Management
 - Office of Procurement and Assistance Management
 - Office of Public Affairs
 - Headquarters Office of Competitive Sourcing/A-76
 - Field Office Managers
 - DOE workforce / Logistics workforce
 - Logistics Functional Team
 - Logistics Functional study teams
 - Union representatives

4.4 External Stakeholders

- Includes stakeholders outside of DOE who have an interest in the Study; potential members include:
 - Office of Management and Budget (OMB)
 - Congress
 - Other government agencies
 - Customers
 - General public (e.g., potential bidders)
- Each audience will have a different perspective and therefore presents unique communications challenges, concerns, and issues. Many factors need to be taken into account before defining the communications type and method to be used for each audience. One factor to consider is the culture of the audience group. This may dictate the type of information to be communicated and the method employed for communicating. Specific

sensitivities also need to be taken into account when communicating with various audiences. Additionally, communications with potential bidders must go through the Contracting Officer. It is important to recognize all issues that can affect communications with each particular audience and address them up front. Audiences may have preconceived ideas regarding the Competitive Sourcing/A-76 process and often ask themselves questions such as:

- Have decisions already been made?
 - Why is DOE performing this Competitive Sourcing/A-76 Study?
 - Is there a pre-determined agenda?
 - Will there be opportunities for federal employees in the new organization?
- When communicating with the Logistics workforce, it should be kept in mind that employees fear the unknown perhaps more than the outcome of the Competitive Sourcing/A-76 effort. The affected workforce will perceive that initiatives and studies aimed at achieving efficiencies are downsizing efforts, regardless of current terms used to describe them.

5. Communications Standards

Communications involves sharing information and requires a system that educates, informs, and contains built-in mechanisms for feedback and positive interaction. The style, degree of detail, and delivery vehicle (e.g., all hands meetings, website, newsletters, hotlines, etc.) are important considerations before communications begins. Accessible and rapid communications is key to ensuring cooperation, stability, and continued facilitation of the Competitive Sourcing/A-76 process. Regardless of the message and who is involved in the communications processes, there are five basic communications standards that must be carefully followed. For the process to be effective, communications must be:

5.1 *Timely*

- Communications should occur in a logical sequence, aligned with various phases of the Competitive Sourcing/A-76 process.
- Questions and issues should be responded to quickly, and the communications dissemination process should be rapid.

5.2 *Accurate*

- Communications must be reviewed carefully, checking sources and content to ensure information is absolutely accurate.
- Providing incorrect information adds work to correct the error and impacts source credibility for future communications.

5.3 *Complete*

- Omitting vital information can be just as damaging as providing inaccurate information.
- It is also important to anticipate follow-on questions and concerns resulting from communications.

5.4 *Audience-Sensitive*

- Understanding the audience's state of mind, attitude, and level of knowledge on issues is critical in developing the message.
- Failure to consider audience sensitivities can lead to unnecessary irritation, confusion, rumors, and loss of credibility.

5.5 *Consistent*

- The basic message must be consistently conveyed.
- Great care is required to ensure that all messengers communicate the same information.

6. **Communications Categories**

Categories of communications to be disseminated include:

- Initial communications,
- Status and progress reporting,
- Ongoing training and support, and
- Reports and findings.

Details for each of these categories are provided in the following subsections, including specific types of communications and general descriptions of message purpose.

6.1 *Initial Communications*

The Logistics Functional Team Official is responsible to manage Competitive Sourcing/A-76 studies, as well as to coordinate initial communications to DOE Management at Headquarters and Field Offices, the Union, and affected employees. The decision to conduct Competitive Sourcing/A-76 studies? including their purpose, scope, and timing? was communicated through various briefings and meetings. Initial questions, concerns, and issues were fielded and addressed. Providing information early-on sets a proper tone for conducting the studies and is reflected in the level of cooperation with those involved in developing key portions of the solicitation and Management Study. Initial notification was an audience-driven activity that began with briefings at the highest level and filtered down through management to employees and out to external stakeholders. The Logistics Functional Team Official announced the Study plans to the DOE Logistics community. Table 3 identifies specific types of initial communications and brief descriptions of each.

TABLE 3. INITIAL COMMUNICATIONS	
Communications Type	Description
1. Notification to DOE Workforce of upcoming Study	Official notification to DOE Logistics workforce of the Competitive Sourcing/A-76 Study.
2. Notification to Union of upcoming Study	Official notification to Union that the DOE Logistics function was identified as a candidate for Competitive Sourcing/A-76.

TABLE 3. INITIAL COMMUNICATIONS	
Communications Type	Description
3. Official Study Announcement	Official announcement by DOE of the impending Competitive Sourcing/A-76 Study of DOE Logistics functions.
4. High-Level Competitive Sourcing/A-76 Presentation	Introduction of Logistics Study POCs; overview of Competitive Sourcing/A-76 process.
5. Workforce Orientation Sessions	Education of workforce and foundation for Competitive Sourcing/A-76 process: introduction of Study Team to workforce; a baseline to understand roles and responsibilities; and a forum to allay fears and address workforce concerns.

6.2 *Study Status and Progress Communications*

Continuous progress updates are essential for ensuring that Competitive Sourcing/A-76 studies generally stay within designated timeframes and that all parties are kept abreast of new developments, complications, and findings. The Logistics functional teams (PWS, MEO teams) hold meetings as needed to discuss progress and determine next steps. When appropriate, the Logistics Functional Team Official specifies information the Team would like delivered to the entire DOE Logistics community. This information can be disseminated in either a monthly newsletter, all-hands meeting, and/or on the Competitive Sourcing/A-76 Office website to communicate Study progress information to Union representatives, the Logistics workforce, and the general DOE community. Announcements of tentative and final decisions will be made in a closed meeting with workforce employees, human resources, and representatives from DOE's Office of the General Counsel. Table 4 lists sample status and progress items that need to be communicated.

TABLE 4. STUDY STATUS AND PROGRESS COMMUNICATIONS	
Communications Type	Description
1. Status and Progress of Competitive Sourcing/A-76 Products	Status of process/products under development, schedule adjustments, and resolution of issues.
2. Action Item Assignment/Issue Resolution	Assignment and discussion of action items to be completed, as well as resolution and documentation of issues throughout the Competitive Sourcing/A-76 process.
3. Tentative and Final Decisions	Announcement of tentative and final decisions resulting from the Competitive Sourcing/A-76 cost comparison.

6.3 *Ongoing Training and Support Communications*

As required, ongoing training and support will be given to key stakeholders involved in the Competitive Sourcing/A-76 process as a means of explaining the course of action that is suggested through various phases of the project and the purpose behind such actions. More formal training will be planned for those who will be specifically involved in developing certain Competitive Sourcing/A-76 products (i.e., PWS, Management Plan). In addition, ongoing support communications include human capital issues, the solicitation, legal issues, independent review guidance, and budget funding needs. For human capital issues, information and support will be communicated to the Logistics workforce to prepare its members for Competitive Sourcing/A-76 process outcomes and potential next steps. Table 5 depicts some of the ongoing

training and support communications that need to take place throughout the Competitive Sourcing/A-76 process.

TABLE 5. ONGOING TRAINING AND SUPPORT COMMUNICATIONS	
Communications Type	DESCRIPTION
1. OMB Circular A-76 Training Overview	Two-hour training session designed to offer participants an overall understanding of the A-76 process as well as of their respective roles in the process.
2. Workforce Orientation	One two-hour session held to educate the workforce and provide a foundation for the Competitive Sourcing/A-76 process.
3. PWS/QASP Development Training	Formal training of team members assigned to development of the PWS and QASP portions of the Management Plan.
4. MEO Development; ACE Training	Formal training of team members assigned to development of the Most Efficient Organization (MEO), Transition Plan (TP), and Technical Performance Plan (TPP); additional training on composition of the Agency Cost Estimate (ACE).
5. Human Resource/ Human Capital Support	Formal briefings, educational sessions, and updates on the rights of employees regarding the Competitive Sourcing/A-76 process.
6. Ongoing Support Communications	Includes such items as the solicitation, legal issues, independent review guidance, and budget funding needs.

6.4 Reports and Findings Communications

Numerous deliverables and products will be created throughout the Competitive Sourcing/A-76 process. The Logistics functional teams (PWS, MEO teams) will disseminate results and summaries of these deliverables and products to appropriate stakeholders, as required. The purpose of these results and summaries is to relay findings from each phase of the Studies through presentation of analysis, documentation of findings, and associated recommendations. Table 6 depicts products that will be created throughout the Competitive Sourcing/A-76 initiative to be distributed to appropriate stakeholders.

TABLE 6. REPORTS AND FINDINGS COMMUNICATIONS	
Products	Description
1. Training Plan	Plan detailing type of training to be given to DOE personnel and tentative schedule for the training.
2. Communications Plan <i>(this document)</i>	Vehicle for ensuring that DOE stakeholders receive accurate, consistent, and up-to-date information regarding the Competitive Sourcing/A-76 initiative.
3. Roles and Responsibilities	Document used to specify roles and responsibilities of those involved in the Competitive Sourcing/A-76 effort.
4. Scoping Report	Report delineating what will and will not be studied under this Competitive Sourcing/A-76 effort.

TABLE 6. REPORTS AND FINDINGS COMMUNICATIONS (continued)	
Products	Description
5. Data Collection Plan	Guide used to aid in developing an effective and consistent data collection process from varying sources across multiple locations.
6. Plan of Action and Milestones (POAM)	Plan depicting requirements, activities and assignments, roles and responsibilities, tasks and major milestones, and resource requirements for training and performing Study tasks.
7. Performance Work Statement (PWS) and Quality Assurance Surveillance Plan (QASP)	Government's request for proposal (RFP) / statement of work (SOW) to which Government and commercial bidders will respond; plan for managing performance and ensuring service quality.
8. Management Plan	Government's response to the PWS including the Most Efficient Organization (MEO), the Technical Performance Plan (TPP), the Transition Plan (TP), and the Agency Cost Estimate (ACE).

7. Stakeholder Communications Needs

Identifying the stakeholder audiences and their information needs is an important early step in the communications process. A particular stakeholder audience dictates the amount and type of information to be provided to ensure that all participants in the Competitive Sourcing/A-76 process remain informed and involved. Table 7 is designed to represent the merging of the target audience groups for the DOE Logistics Competitive Sourcing/A-76 studies and their perceived information needs as defined in the above narrative. Table 7 is not intended to be all-inclusive, but representative of types of information that need to be communicated for many stakeholder audiences.

TABLE 7. STAKEHOLDER COMMUNICATIONS NEEDS		
Internal Stakeholder Audiences	Communications Categories	Communications Needs
1. Lead Program Secretarial Offices, Heads of Headquarters Elements, Field Offices, and Program Secretarial Offices	<ul style="list-style-type: none"> • Initial Communications • Status and Progress • Ongoing Training and Support 	<ul style="list-style-type: none"> • Information on A-76 Team decisions that may have policy or legal implications • Progress updates from A-76 Teams • Information necessary to update CAMIS • Information on funding requirements, including contractor support
2. Contracting Offices	<ul style="list-style-type: none"> • Initial Communications • Status and Progress • Ongoing Training and Support 	<ul style="list-style-type: none"> • Explanation of A-76 Study process • Schedule of solicitation dates • Information for completing solicitation
3. Headquarters Office of Competitive Sourcing/A-76	<ul style="list-style-type: none"> • Initial Communications • Status and Progress • Ongoing Training and Support 	<ul style="list-style-type: none"> • A-76 Team decisions that may have policy or legal implications • Policy Guidance • A-76 Study Program progress • Information necessary to update CAMIS • Independent Review Guidance • Lessons Learned during A-76 studies • Reports on contractor support performance • Budget funding needs • A-76 Team meeting schedules
4. Field Office Managers, A-76 Site POCs, Functional Team members, and Human Resources Offices	<ul style="list-style-type: none"> • Initial Communications • Status and Progress • Ongoing Training and Support 	<ul style="list-style-type: none"> • Explanation of A-76 Study process • A-76 site visit schedules • Schedules for meeting with employees • Updates on Human Resource issues

TABLE 7. STAKEHOLDER COMMUNICATIONS NEEDS (continued)

Internal Stakeholder Audiences	Communications Categories	Communications Needs
5. Local Public Affairs Office	<ul style="list-style-type: none"> • Initial Communications • Status and Progress 	<ul style="list-style-type: none"> • Explanation of A-76 Study process • A-76 Study Program progress • Functional Study Team meeting schedules • Schedules for meeting with employees
6. Federal Employee Union Representatives	<ul style="list-style-type: none"> • Initial Communications • Status and Progress • Ongoing Training and Support 	<ul style="list-style-type: none"> • Need for Studies • Functions within studies • Explanation of A-76 Study process • A-76 Study Program progress • Functional Study Team meeting schedules • Employee rights and benefits
7. DOE Federal Employees Announced for Study	<ul style="list-style-type: none"> • Initial Communications • Status and Progress • Ongoing Training and Support 	<ul style="list-style-type: none"> • Explanation of A-76 Study process • Understanding of need for Study • Continual communications to allay any undue fears and maintain morale • Reinforcement of importance of employee participation in A-76 Study process • Rights of and benefits to employees during, and as a result of, A-76 Study process • A-76 Study Program progress
External Stakeholder Audiences	Communications Categories	Communications Needs
1. Customers	<ul style="list-style-type: none"> • Initial Communications • Status and Progress 	<ul style="list-style-type: none"> • Updates on issues from A-76 Studies which affect external customer products and services • A-76 Study progress
2. Other Stakeholders	<ul style="list-style-type: none"> • Status and Progress 	<ul style="list-style-type: none"> • Updates on issues from A-76 Studies which affect DOE products and services
3. General Public (e.g., potential bidders)	<ul style="list-style-type: none"> • Initial Communications • Status and Progress • Ongoing Training and Support 	<ul style="list-style-type: none"> • A-76 Study Program progress • Information on Solicitations

8. Communications Vehicles

It is important to identify appropriate communications vehicles before any communications are disseminated. The specific stakeholder audience and its communications needs must be considered and analyzed to ensure that appropriate communications vehicles are selected. For example, an official DOE letter to appropriate parties to ensure it is conveyed as an official message should transmit each formal announcement throughout the process. It makes more sense, however, to communicate in person when educating the workforce on the A-76 process. This facilitates human interaction when sensitive topics are being discussed and the audience may have a high level of anxiety.

This section lists and describes various types of communications vehicles employed throughout the Competitive Sourcing/A-76 process. Specific communications vehicles used to disseminate specific types of communications are described in a later section. The communications vehicles identified in Table 8 are those commonly used for communicating Competitive Sourcing/A-76 Study information to all audience groups. Most of the available communications vehicles will be

employed at some point in the process. A brief description and broad guidelines for developing and disseminating communications are provided for each vehicle in Table 8.

The Office of Competitive Sourcing/A-76 has created a Competitive Sourcing/A-76 web page to include a FAIR Act subcategory and an A-76 subcategory? with links to A-76 regulations, news releases, anticipated dates of Study announcements, and other pertinent information, as appropriate. The Office of Competitive Sourcing/A-76 sent an email to all DOE employees through the DOECASST electronic mail system, with details of the announcement and the web page address (<http://www.ma.mbe.doe.gov/a-76/>) where they could read the transcript of the announcement and all other associated and subsequent materials. The specifics of all of the Logistics studies are to be posted to and regularly updated on the web page. In addition, the Logistics Functional Team Official works with the Office of Competitive Sourcing/A-76 to arrange any needed system administrator access to bulletin boards, establish telephone hot lines, and provide question/suggestion boxes to communicate with employees who may not have access to the web.

9. Communications Summary and Schedule

This final section summarizes in Table 9 key aspects of the A-76 Logistics Communications Plan previously discussed:

- Communications type
- Specific information to be communicated
- Stakeholder audience(s)
- Communications frequency
- Communications vehicle(s)
- Responsible parties

Table 10 includes the plan of action and milestones (POAM) schedule for Logistics Studies with the following categories:

- Task
- Start/finish dates
- Specific information to be communicated
- Stakeholder audience(s)
- Communications vehicle(s)
- Responsible parties

TABLE 8. COMMUNICATIONS VEHICLES		
Communications Vehicles	Description	Guidelines for Communications Development and Dissemination
1. Official Letters / Formal Announcements	One-way communications tool typically used for making formal announcements to large-scale stakeholder audiences (e.g., announcement of Study initiation to labor Union organizations).	<ul style="list-style-type: none"> • Should be brief letter or document that provides background, intent, schedule of events, reasons for actions, affected parties, sources for additional information, and next steps for discussion topic. • Generally released at executive level and prepared using standard administrative procedures.
2. Memoranda and Newsletters	One-way communications tool typically used for relaying status and progress updates to targeted stakeholder audiences (e.g., Competitive Sourcing/A-76 schedule updates).	<ul style="list-style-type: none"> • Should be documented using standard memoranda or newsletter templates, since these will typically be communicated on a continual basis. • Contents may include recent news, updates from previous memos and newsletter items, and schedule of events. • Generally released at the executive level.
3. In-Person Briefings	Interactive communications tool typically used for: <ul style="list-style-type: none"> – Educating various stakeholder audiences on specific topics (e.g., A-76 process) – Providing conclusions and findings on specific studies/ research performed (e.g., scoping studies findings). 	<ul style="list-style-type: none"> • Should be in a presentation format (i.e., MS PowerPoint) that, depending on the topic, includes background, objectives, methodology, findings, conclusions, and next steps. • Briefings should be scheduled and appropriate stakeholders invited.
4. Open Forum	Interactive communications tool typically used for open discussions with multiple or various stakeholder audiences (e.g., town hall meetings, informal Q&A sessions). Depending on topic(s) of discussion, attendance may be restricted.	<ul style="list-style-type: none"> • Materials for open forums should include meeting agenda, background on topics of discussion, and presentation (to facilitate Q&A interaction). • Open forums should be scheduled in advance, and appropriate stakeholders should be invited.
5. Facilitated Working Sessions	Interactive communications tool typically used for training various audience groups in various topics (e.g., data collection training during PWS development).	<ul style="list-style-type: none"> • Facilitation materials should include background on topics of discussion, working materials, and exercises. • Facilitated working sessions should be scheduled in advance, and appropriate stakeholders should be invited.
6. Web-Site / Electronic Bulletins	Electronic communications tool typically used for: <ul style="list-style-type: none"> – Posting information that is meant to be published “systemwide” (e.g., periodic status and progress reports, FAQs, relevant links) – Fielding and responding to questions, issues, and concerns of stakeholders through message boards, chat rooms, and direct emails. 	<ul style="list-style-type: none"> • See below for details.

TABLE 9. COMMUNICATIONS SUMMARY FOR LOGISTICS STUDIES					
Communications Type	Specific Information	Stakeholder Audience(s)	Comm. Frequency	Communications Vehicle(s)	Responsible Parties
Initial Communications					
1. Formal Announcement of Logistics Competitive Sourcing/A-76 Study	<ul style="list-style-type: none"> Official notification of Logistics Study 	<ul style="list-style-type: none"> Union Leadership Workforce OMB Congress 	<ul style="list-style-type: none"> One time 	<ul style="list-style-type: none"> Official letter 	Secretary of Energy
2. Notification of Study to Workforce	<ul style="list-style-type: none"> Program objectives and leadership commitment 	<ul style="list-style-type: none"> Logistics Workforce 	<ul style="list-style-type: none"> One time 	<ul style="list-style-type: none"> Video Teleconference In-person briefing 	Office of Competitive Sourcing/A-76; Logistics Functional Team Official
3. Workforce Orientation Briefings	<ul style="list-style-type: none"> Competitive Sourcing/A-76 process Introduce study teams Questions 	<ul style="list-style-type: none"> Workforce Union Representatives 	<ul style="list-style-type: none"> One time 	<ul style="list-style-type: none"> In-person briefing Open forum 	Logistics Functional Team Official
4. Logistics Functional Team Meetings	<ul style="list-style-type: none"> Study schedule, progress, & status Study issues 	<ul style="list-style-type: none"> Logistics Functional Team Members 	<ul style="list-style-type: none"> As required 	<ul style="list-style-type: none"> Open forum 	Logistics Functional Team Official, PWS and MEO team leads
5. DOE Leadership Steering Group Meetings	<ul style="list-style-type: none"> Study schedule, progress, & status Study issues 	<ul style="list-style-type: none"> DOE Leadership Members 	<ul style="list-style-type: none"> Quarterly 	<ul style="list-style-type: none"> Open forum 	DOE Leadership Steering Group
6. Workforce All Hands Meetings	<ul style="list-style-type: none"> Schedule of Study Study progress HR information 	<ul style="list-style-type: none"> Affected Workforce 	<ul style="list-style-type: none"> Monthly and ad hoc 	<ul style="list-style-type: none"> Open forum 	Logistics Functional Team Official; Logistics functional teams; Assistance from Office of Human Resources Management
7. Ongoing Questions and Concerns	<ul style="list-style-type: none"> Address questions and concerns on an ongoing basis Lessons learned 	<ul style="list-style-type: none"> Affected Workforce 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Newsletter Website E-mail Bulletin boards Suggestion boxes 	HQ Office of Competitive Sourcing/A-76; Logistics Functional Team Official; functional team leads
8. Study Progress	<ul style="list-style-type: none"> Schedule of Study Study progress 	<ul style="list-style-type: none"> Workforce Union 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Newsletter Website Open forum 	HQ Office of Competitive Sourcing/A-76; functional team leads; Field POCs
9. Tentative Decision	<ul style="list-style-type: none"> Convey tentative decision 	<ul style="list-style-type: none"> Workforce/Union All Internal and External Stakeholders 	<ul style="list-style-type: none"> One time 	<ul style="list-style-type: none"> Official letter Newsletter Website 	Contracting Officer
10. Final Decision	<ul style="list-style-type: none"> Convey final decision 	<ul style="list-style-type: none"> Workforce/Union All Internal and External Stakeholders 	<ul style="list-style-type: none"> One time 	<ul style="list-style-type: none"> Official letter Newsletter Website 	Contracting Officer
Ongoing Training and Support					
11. Competitive Sourcing/A-76 Overview	<ul style="list-style-type: none"> Understanding of A-76 process Roles and responsibilities 	<ul style="list-style-type: none"> Logistics Field POC's Logistics Functional Team 	<ul style="list-style-type: none"> As needed 	<ul style="list-style-type: none"> In-person briefings Facilitated working sessions 	Functional teams

TABLE 9. COMMUNICATIONS SUMMARY FOR LOGISTICS STUDIES (continued)

Communications Type	Specific Information	Stakeholder Audience(s)	Comm. Frequency	Communications Vehicle(s)	Responsible Parties
12. PWS/QASP Training	<ul style="list-style-type: none"> • PWS and QASP development • Lessons learned 	<ul style="list-style-type: none"> • Logistics Functional Teams (PWS/QASP Participants) 	<ul style="list-style-type: none"> • One time 	<ul style="list-style-type: none"> • Facilitated working sessions 	Logistics Functional Team Official, PWS team leads
13. Management Study Training (including ACE & COMPARE)	<ul style="list-style-type: none"> • MEO, TPP, TP, and ACE development • Lessons learned 	<ul style="list-style-type: none"> • Logistics Functional Teams (Mgmt. Study Participants) 	<ul style="list-style-type: none"> • One time 	<ul style="list-style-type: none"> • Facilitated working sessions 	Logistics Functional Team Official and MEO team leads
14. Ongoing Support	<ul style="list-style-type: none"> • Frequently asked questions • Lessons learned • Deliverable templates • HR issues • Other support info. 	<ul style="list-style-type: none"> • Program Offices • Field Offices • A-76 Teams • Affected workforce • Unions • General Public 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Newsletters • Website • E-mail • Bulletin boards • Open forum 	HQ Office of Competitive Sourcing/A-76; Logistics Functional Team Official, functional team leads
Reports and Findings					
15. Final Deliverables	<ul style="list-style-type: none"> • Results of deliverables (i.e., scoping, action plan, PWS, etc.) 	<ul style="list-style-type: none"> • DOE Leadership • Logistics Functional Team Official 	<ul style="list-style-type: none"> • As appropriate and according to Project plan 	<ul style="list-style-type: none"> • TBD 	Logistics Functional Team Official and functional study teams